



100 Years of Service
with Humility



**STRATEGIC PLAN
2019-2022**



Executive Staff

Chief John R. Batiste
Assistant Chief Jeff Sass, Field Operations Bureau
Assistant Chief Jason Berry, Investigative Services Bureau
Assistant Chief Marc Lamoreaux, Technical Services Bureau
Assistant Chief Johnny Alexander, Commercial Vehicle Enforcement Bureau
Bureau Director Larry Hebert, Forensic Laboratory Services Bureau
State Fire Marshal Charles LeBlanc, Fire Protection Bureau

Strategic Planning Committee Members (WSP)

Heather Anderson, Communications Division
Captain Jay Cabezuela, Criminal Investigation Division
Captain Tim Coley, Field Operations Bureau
Captain Matt Couchman, Motor Carrier Safety Division
Assistant State Fire Marshal Melissa Gannie, Fire Protection Bureau
Walter Hamilton, Budget and Fiscal Services
Forensic Scientist Kim Hefton, Crime Laboratory Division
Lila Kirkeby, Risk Management Division
Curtis Richardson, Information Technology Division

Special Thanks

Strategic Planning and Accountability Section Staff:
Angela Marino, Management Analyst
Tammy Usher, Forms and Records Analyst





Table of Contents

Message From the Chief	1
WSP’s Mission, Vision, Values, and Goals	2
WSP Organizational Chart.....	3
Bureau Information	3
Commercial Vehicle Enforcement Bureau.....	3
Field Operations Bureau	4
Forensic Laboratory Services Bureau	4
Fire Protection Bureau (State Fire Marshal’s Office)	5
Technical Services Bureau.....	6
Investigative Services Bureau.....	7
Goals.....	8-9
Statewide Demographics and Overall Trends	10-12
WSP Goals and Outcomes.....	13-17
WSP Anticipated Workload, Population Trends, and Personnel Levels.....	18-19
WSP Anticipated Capital Improvements and Equipment Needs.....	20-23





Message From the Chief

Thank you for taking the time to review the Washington State Patrol's Strategic Plan for January 2019 to January 2022.

We are an organization of approximately 2,200 employees split evenly between commissioned and civilian employees. The troopers who patrol the more than 18,000 lane miles of state roadways were busy. Last year, troopers made 1,003,827 contacts with drivers, answered more than 208,500 calls for service, investigated more than 50,500 collisions, and took 14,386 impaired drivers off the road. The employees who responded to these calls did an outstanding job of providing "Service with Humility." None of this would have been possible without the commitment, dedication, and hard work of our commissioned and civilian employees.



Chief John R. Batiste
Washington State Patrol

The purpose of this strategic plan is to have everyone moving in the same direction. We have to set aside time, get out of our day-to-day responses, and look toward the future. What should our focus be a year from now? Where should we be four years from now? What will success look like?

Our goals identified for this strategic plan over the next three years include: 1) Make the Washington State Patrol a Great Place to Work; 2) Make Our Highways Safe; 3) Provide Specialized Investigative, Forensic, and Support Services; 4) Secure Communities From Terrorism, Fire, and Disaster Risk; and 5) Sustain and Enhance Agency Infrastructure and Business Processes.

Three years seems like a long time, and things can change. Regardless, it's important to start with a road map. If detours are necessary, adjustments can be made. We should, and will, remain flexible. Please know this isn't a document that, once complete, sits on a shelf. Every 60 days the commanders of our various districts and divisions come before the Executive Staff to outline their successes and challenges. They are measured against the goals outlined in this strategic plan, and they know I take those goals very seriously.

With good people and a good plan, there is no limit to what we can accomplish in the name of public safety.

Thank you for taking time to review this document.

Sincerely,

Chief John R. Batiste
Washington State Patrol



WSP's Mission, Vision, Values, and Goals

Introduction

The Washington State Patrol (WSP) is tasked with patrolling the state's roadways, providing emergency response and support services, working collaboratively with other law enforcement agencies, and investigating crimes.

The WSP is a premier law enforcement agency made up of dedicated professionals who work diligently to improve the quality of life for our citizens and prevent loss of life. With more than 2,200 employees split evenly between commissioned and civilian employees, the WSP is the largest law enforcement agency in the state.

We believe that family and community partnerships are essential to meet the needs of Washingtonians and open communication creates an effective partnership. Every employee must perform with sound, moral, and ethical principles in all circumstances and all interactions be fair, equitable, and unbiased.

Finally, to invest properly in our communities, we must also invest in our staff. Investing in our staff is critical to professional excellence. Professional excellence is our expectation, to be the best public safety agency in the United States is our vision, and "Service with Humility" is more than just a motto.

WSP troopers/employees have a desire to serve and make a difference in their communities every day.



Mission

The Washington State Patrol makes a difference every day, enhancing the safety and security of our state by providing the best in public safety services.

Vision

To be the best public safety agency in the United States.

Motto

Service with Humility

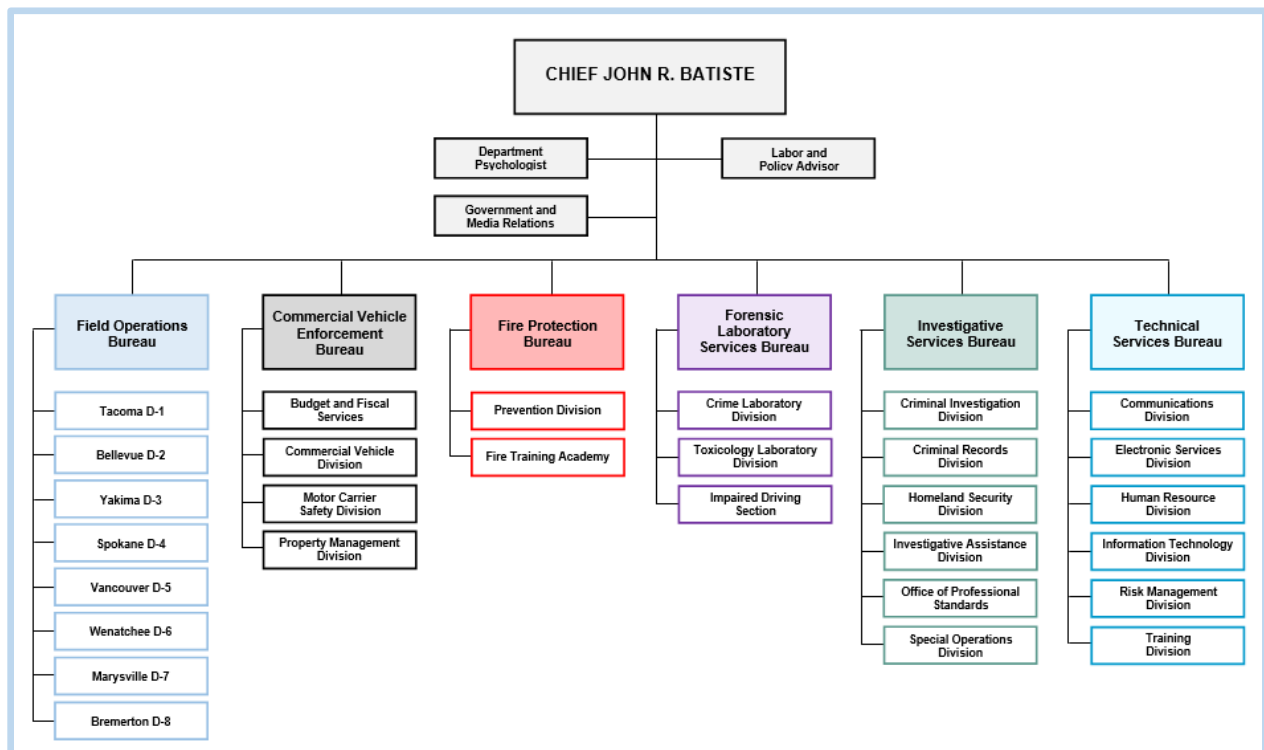
Values

Every employee is a critical member of a team committed to earning the trust and confidence of the public through:

- *Strong leadership*
- *Effective partnerships*
- *Professional excellence*
- *Acting with integrity and accountability*
- *Respecting and protecting individual rights*
- *A culture of continuous improvement*



WSP Organizational Chart



Bureau Information

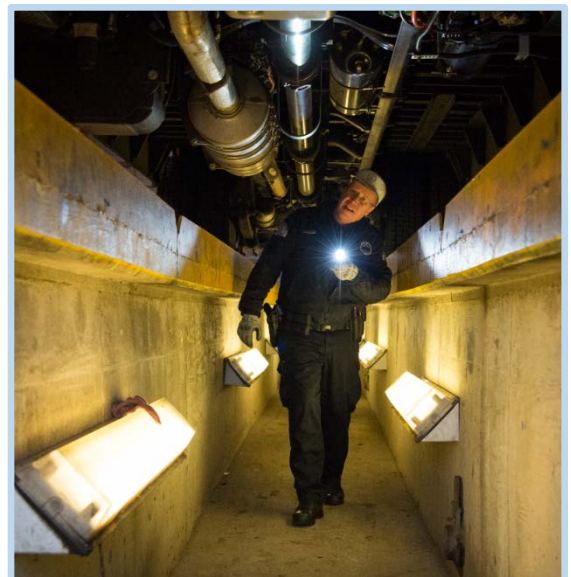
Commercial Vehicle Enforcement Bureau (CVEB)

Responsible for promoting and educating the safe travel of commercial vehicles on the state's highways, enhancing safe transportation of school children, and protecting the state's infrastructure.



CVEB oversees the maintenance and replacement of department facilities; purchasing, equipping and maintaining all agency fleet vehicles; and acquiring and distributing assets such as uniforms and equipment throughout the agency.

The Budget and Fiscal Services Division is responsible for managing the agency's financial activities. They provide essential information to ensure our staff are good stewards of public funds.





Field Operations Bureau (FOB)

Primarily responsible for traffic law enforcement, collision investigation, and motorist assists on 18,642 lane miles of state highways and interstates.

The bureau oversees eight geographical districts statewide, where commissioned troopers carry out the department's primary goal of providing a safe motoring environment for the public.



Forensic Laboratory Services Bureau (FLSB)

Provides a wide range of forensic science expertise to city, county, and state law enforcement officers, medical examiners, and coroners; assisting agencies at crime scenes; preparing evidence for trial; and providing expert testimony.



The bureau also oversees and coordinates the efforts of the state's:

- Breath Alcohol Test Program
- Drug Evaluation and Classification (DEC) Program
- Six Crime Laboratories
- Latent Print Laboratory
- CODIS (Felon database) program
- Toxicology Laboratory





Fire Protection Bureau (FPB) (State Fire Marshal's Office)

Dedicated to the protection of life, property, and the environment from the devastation of fire. The bureau consists of:

The Fire Training Division:

- Firefighter Recruit Academies
- Regional Direct Delivery
- Advanced Firefighting Courses
- Maritime Training Courses
- Hazardous Materials Training



The Prevention Division:

- Construction Plan Review Program
- Fire Service Certification Program
- Fire and Life Safety Inspection Program
- Data Collection and Reporting Program
- Mobilization Program
- Basic Firefighter Training Reimbursement Program
- Sprinkler Contractor Licensing Program
- Fireworks Licensing Program



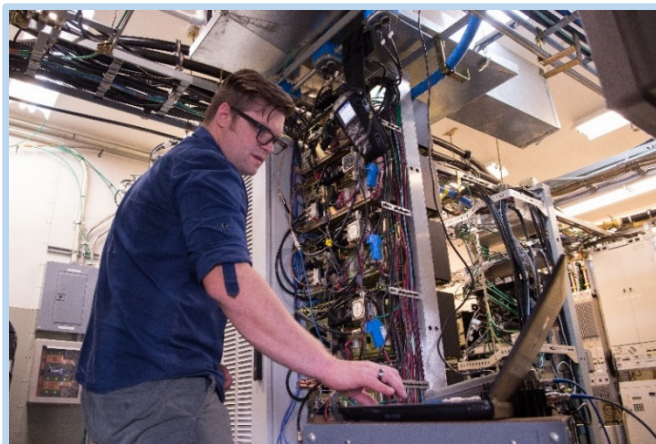
Technical Services Bureau (TSB)

Provides many diverse support services to the entire department, as well as many other law enforcement and government agencies throughout the state, and members of the general public.

Often the work of these employees is done behind the scenes in support of the critical work the agency provides to the citizens of the state. The importance of these services and systems cannot be overstated. Without them, the criminal justice system simply could not function.

The bureau consists of six divisions that provide various services, including:

- Dispatching
- Training
- Information technology applications
- Electronic and microwave system services
- Voice and data communications
- Officer and public safety communications
- Recruiting and hiring
- Managing risk exposure
- Strategic planning
- Records management





The **Investigative Services Bureau (ISB)** provides overall administrative and support services to the traffic and investigative programs of the department, as well as to many other state agencies.

The bureau consists of six divisions that provide various public services, including:

- Criminal records
- Vessel and terminal safety
- Narcotics investigation and dismantling of clandestine labs
- Fatality, criminal, and missing children investigations
- Computer forensics
- Organized crime intelligence





Goals

MAKE THE WSP A GREAT PLACE TO WORK

Goal: We involve every employee in shaping and sustaining a culture of trust, collaboration, diversity, and continuous performance improvement.



Outcomes¹

- a. Increase job satisfaction, employee engagement, respect and feedback, and customer values.
- b. A qualified and diverse workforce reflective of the statewide population.
- c. Implement strategies to retain staffing.
- d. Increase staff awareness of the value and importance of agency accreditations and staff certifications.

¹ Baseline data from most recent Employee Engagement Survey results.

MAKE OUR HIGHWAYS SAFE

Goal: We use data and technology to ensure that the right resources are in the right place at the right time in order to create a safe motoring environment on Washington highways.

Outcomes

- a. Reduce number of fatality and serious injury collisions on state routes and interstates.²
- b. Reduce number of “at-fault” commercial-vehicle-related collisions on state routes and interstates.³
- c. Reduce on-scene investigative time at major collision investigations while improving quality.



² Based on previous 5-year average.

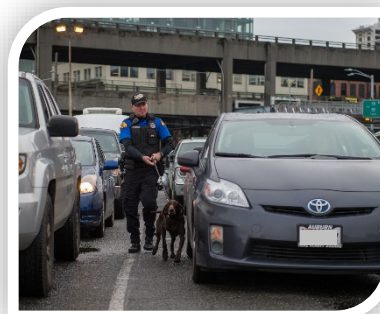
³ Ibid.

PROVIDE SPECIALIZED INVESTIGATIVE, FORENSIC, AND SUPPORT SERVICES

Goal: We help our partners to reduce crime and crime victimization, and to detect, investigate, and deter criminal activity and terrorism by delivering information-sharing and investigative, emergency response, and forensic services.

Outcomes

- a. Increase timeliness, accuracy, and completeness of criminal justice information.
- b. Reduce turnaround time and backlogs of the Forensic Science Services.




- c. Increase technology-enabled criminal investigative capability.
- d. Increase number of identified and dismantled criminal organizations.



SECURE COMMUNITIES FROM TERRORISM, FIRE, AND DISASTER RISK

Goal: We work in partnership with stakeholders to reduce risk associated with terrorism, fire, and natural or man-made disasters, and to protect life, property, and the environment.

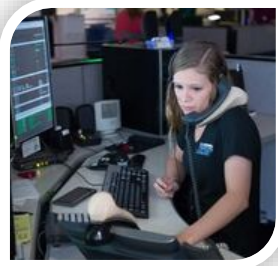
Outcomes

- Increase firefighter and public safety capabilities and competencies.
 - Reduce number of fire-related fatalities statewide.
- 
- Increase capability and capacity to gather, analyze, and share fire data information.
 - Increase emergency engagement with stakeholders to reduce community risks.
 - Increase preparedness and response activities that reduce risk of natural or man-made disasters.

SUSTAIN AND ENHANCE AGENCY INFRASTRUCTURE AND BUSINESS PROCESSES

Goal: We use planning to identify sustainable short- and long-term goals that enhance the capabilities of our employees, the agency, and our public safety partners.

Outcomes

- Improve collaboration outcomes between WSP business and technology divisions.
 - Consistent use of a planning process and the technology roadmap to balance funded investments in current year and multi-year strategic needs.
 - Increase business continuity capabilities to ensure services, systems, and facilities are reliable and operational at all times.
- 
- Reduce agency risk by auditing and evaluating internal processes and work products.
 - Provide quality communication services statewide.



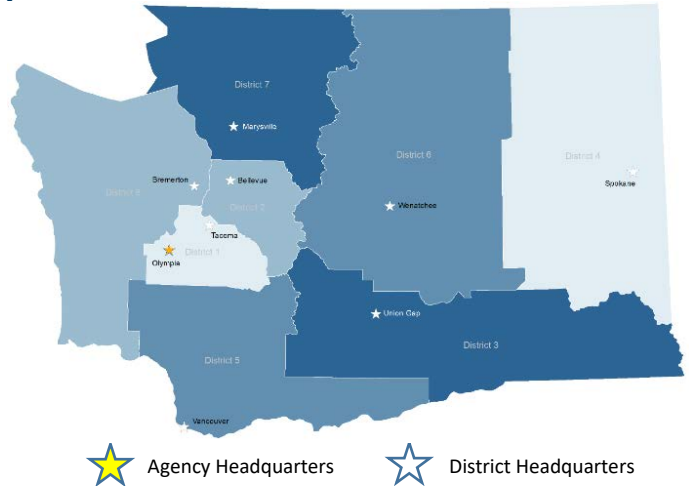
2017 WSP Facts

- Lane Miles Serviced: 18,699
- 7.288 million citizens (2016)
- Authorized commissioned workforce - 1,043
- African-American 3.6%
- Hispanic 3.6%
- Caucasian 87.9%
- Other races 5.3%
- Commissioned officers respond to an average of 3,092 contacts a day
- Average contacts each year approximately 1,000,000
- Impaired drivers arrested each year over 14,000
- Statewide Authority
- 2,134 employees

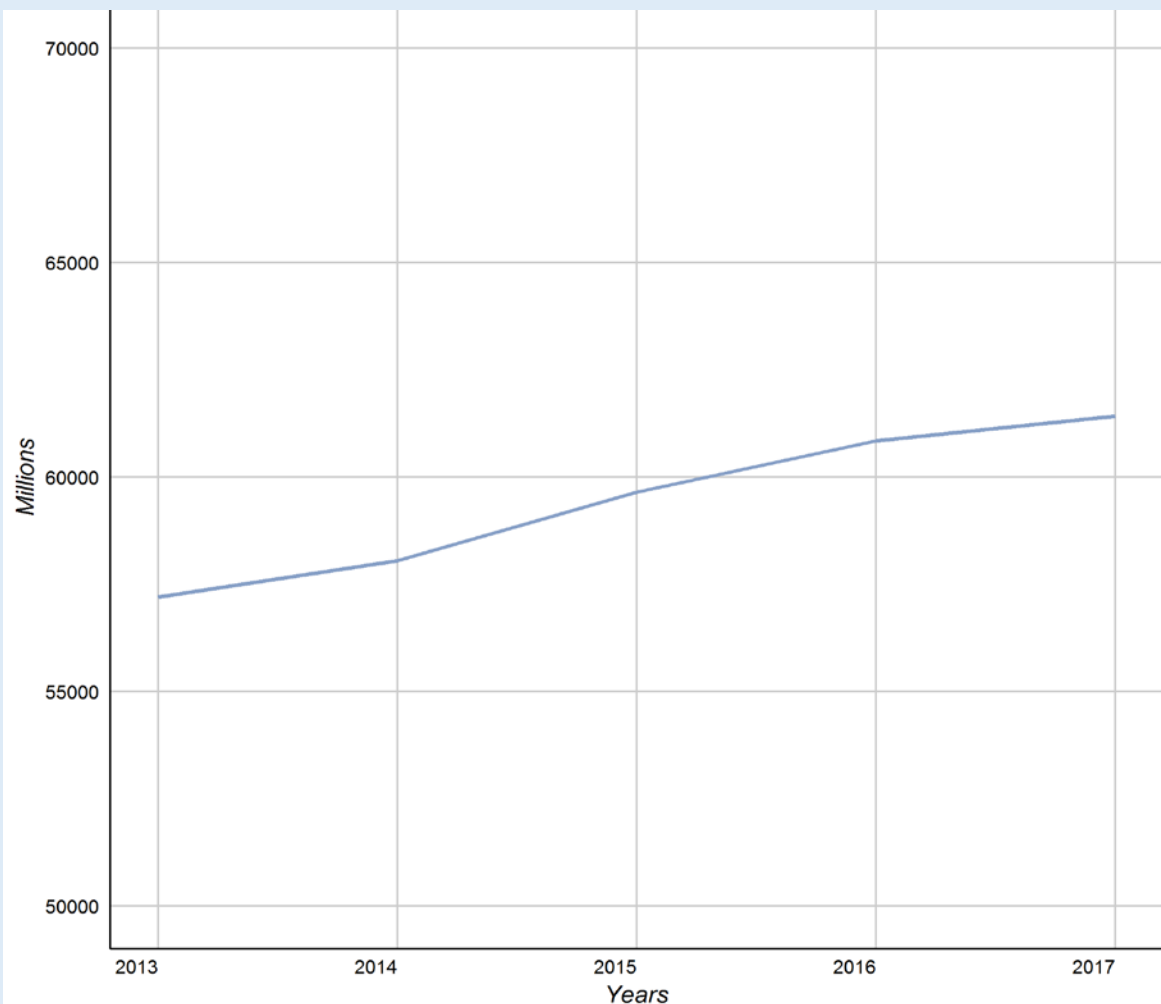


Statewide Demographics and Overall Trends

Washington State Annual Vehicle Miles Driven by Year



Annual vehicle miles traveled (AVMT) in Washington State increased over the previous five years. With approximately ~61000 million miles in 2017, that is an increase of 7.36% from 2013.

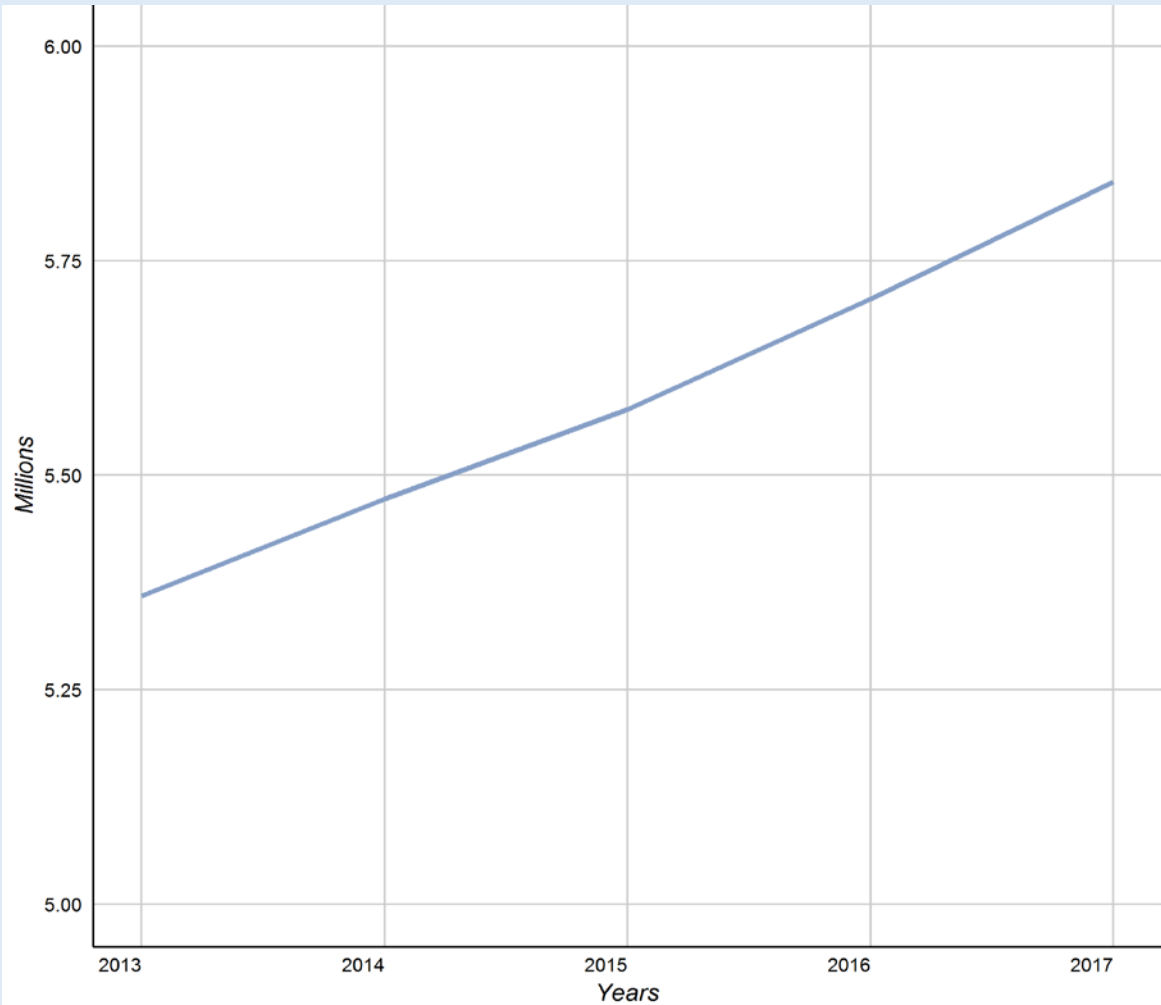


Source: Washington State Department of Transportation
<https://www.wsdot.wa.gov/mapsdata/travel/hpms/annualmileage.htm>



Washington State Driver Licenses by Year

Washington State issued driver licenses increased over the previous five years. With approximately ~5.8 million licensed drivers in 2017, that is an increase of 9.01% from 2013.

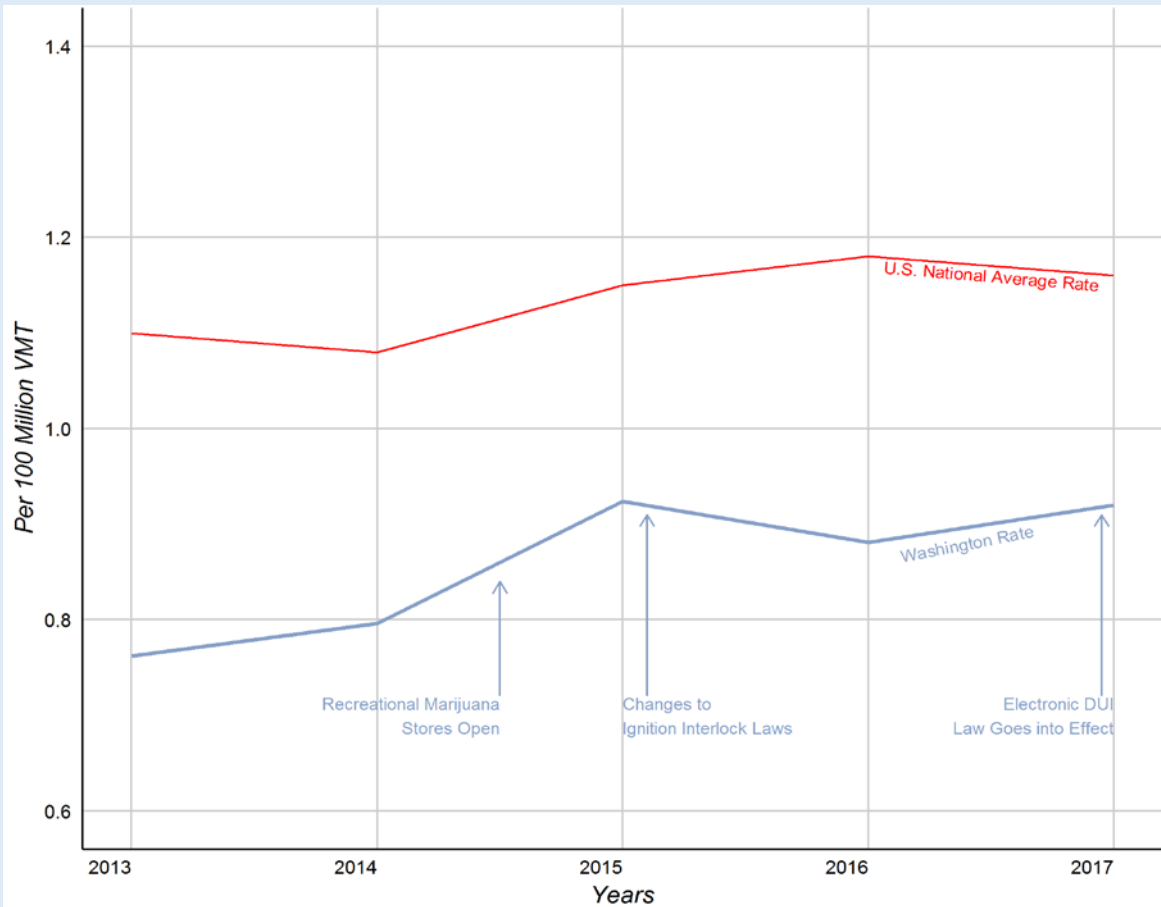


Source: Washington State Department of Licensing
<https://www.dol.wa.gov/about/statistics-at-a-glance.html>



Traffic Fatality Rates (comparing Washington and U.S. National Average Rates)

Traffic fatality rates compare the number of fatal collisions against AVMT. Both the United States National average and Washington State rates increased during this five-year period. Labeled points of interest show significant changes in Washington State law.



Source: National Highway Traffic Safety Association
<https://www-fars.nhtsa.dot.gov/Main/index.aspx>

Washington Traffic Safety Commission



Strategic Plan 2019-2022 - Goals and Outcomes

Make the WSP a Great Place to Work

Goal: *We involve every employee in shaping and sustaining a culture of trust, collaboration, diversity, and continuous performance improvement.*

Outcome¹

Increase job satisfaction, employee engagement, respect and feedback, and customer values.

Objective	Objective Coordinator
Employees give input on decisions affecting their work.	Human Resource Division Commander
Employees have opportunities to learn and grow.	Human Resource Division Commander
Employees are encouraged to come up with better ways of doing things.	Human Resource Division Commander
Customer feedback is used to improve work processes.	Human Resource Division Commander
Employees receive recognition for a job well done.	Human Resource Division Commander

Outcome

A qualified and diverse workforce reflective of the statewide population.

Objective	Objective Coordinator
Encourage all employees to be recruiters.	Human Resource Division Commander
Advertise and recruit in locations representative of diverse populations.	Human Resource Division Commander
Increase efficiencies of the hiring and promotion process.	Human Resource Division Commander

Outcome

Implement strategies to retain staffing.

Objective	Objective Coordinator
Support Executive Order 16-07, Building a Modern Work Environment.	Human Resource Division Commander
Continue to support personnel and compensation adjustments.	Human Resource Division Commander Labor and Policy Advisor

Outcome

Increase staff awareness of the value and importance of agency accreditations and staff certifications.

Objective	Objective Coordinator
Showcase employee engagement in maintaining accreditations (CALEA, ISO, IFSAC).	Prevention Division Commander Risk Management Division Commander Toxicology Laboratory Division Commander
Publish agency accreditation success and business reasons for them.	Gov & Media Relations Commander Risk Management Division Commander
Increase percentage of staff certifications.	Human Resource Division Commander Training Division Commander
Publish staff certifications and awards.	Gov & Media Relations Commander

¹ Baseline data from most recent Employee Engagement Survey results.



Strategic Plan 2019-2022 - Goals and Outcomes

Make Our Highways Safe

Goal: *We use data and technology to ensure that the right resources are in the right place at the right time in order to create a safe motoring environment on Washington highways.*

Outcome

Reduce number of fatality and serious injury collisions on state routes and interstates.²

Objective	Objective Coordinator
Reduce fatal and serious injury collisions caused by speeding, impaired driving, distracted driving, and youth drivers ages 16-25.	Field Operations Commander

Outcome

Reduce number of “at-fault” commercial-vehicle-related collisions on state routes and interstates.³

Objective	Objective Coordinator
Reduce number of “at-fault” commercial-vehicle-related collisions on state routes and interstates from a three-year average of 1,964 to 1,800 in 2021	Commercial Vehicle Division Commander
Use Federal Motor Carrier Safety Administration (FMCSA) guidance, current collision data, and identified local safety problems to direct enforcement strategies, while obtaining the inspection goal mandated by current grant funding.	Motor Carrier Safety Division Commander
Focus discretionary time in identified problem areas.	Motor Carrier Safety Division Commander
Participate in 100% federal commercial motor vehicle emphasis campaigns.	Motor Carrier Safety Division Commander
Identify trucking companies operating while under state and/or federal Out of Service Orders and remove them from the roadway.	Motor Carrier Safety Division Commander

Outcome

Reduce on-scene investigative time at major collision investigations while improving quality.

Objective	Objective Coordinator
Employ Traffic Incident Management (TIM) procedures to increase traffic flow.	Field Operations Commander

² Based on previous 5-year average.

³ Ibid.



Strategic Plan 2019-2022 - Goals and Outcomes

Provide Specialized Investigative, Forensic, and Support Services

Goal: *We help our partners to reduce crime and crime victimization, and to detect, investigate, and deter criminal activity and terrorism by delivering information-sharing and investigative, emergency response, and forensic services.*

Outcome

Increase timeliness, accuracy, and completeness of criminal justice information.

Objective	Objective Coordinator
Reduce the percentage of arrest charges over 1 year old for which no disposition has been received by at least 1% annually.	Criminal Records Division Commander

Outcome

Reduce turnaround time and backlogs of the Forensic Science Services.

Objective	Objective Coordinator
Streamline process while maintaining quality control.	Crime Laboratory Division Commander Toxicology Laboratory Division Commander
Recruit and train Forensic Scientists for crime scene response.	Crime Laboratory Division Commander
Recruit, train, and retain forensic scientists in the Toxicology Laboratory.	Toxicology Laboratory Division Commander
Recruit, train, and retain forensic scientists for high-throughput sexual assault unit in the Vancouver Laboratory.	Crime Laboratory Division Commander

Outcome

Increase technology-enabled criminal investigative capability.

Objective	Objective Coordinator
Provide high-quality investigative services and implement technological advances.	Criminal Investigation Division Commander

Outcome

Increase number of identified and dismantled criminal organizations.

Objective	Objective Coordinator
Increase efficiency and effectiveness of the division's criminal investigative teams.	Criminal Investigation Division Commander Investigative Assist Division Commander
Increase the use of criminal intelligence in the furtherance of investigations and predictive analytics.	Criminal Investigation Division Commander Homeland Security Division Commander Investigative Assist Division Commander



Strategic Plan 2019-2022 - Goals and Outcomes

Secure Communities From Terrorism, Fire, and Disaster Risk

Goal: We work in partnership with stakeholders to reduce risk associated with terrorism, fire, and natural or man-made disasters, and to protect life, property, and the environment through quality fire training and prevention.

Outcome

Increase firefighter and public safety capabilities and competencies.

Objective	Objective Coordinator
Diversify the number of certifications offered.	Prevention Division Commander
Increase the number of training opportunities statewide based on customer needs.	Fire Training Academy Commander

Outcome

Reduce number of fire-related fatalities statewide.

Objective	Objective Coordinator
Increase fire and life safety inspection capabilities.	Prevention Division Commander
Increase the number of education campaigns.	Prevention Division Commander

Outcome

Increase capability and capacity to gather, analyze, and share fire data information.

Objective	Objective Coordinator
Educate fire service organizations of the value of incident data and reporting.	Prevention Division Commander
Publish and disseminate reports on fire-related incidents.	Prevention Division Commander

Outcome

Increase emergency engagement with stakeholders to reduce community risks.

Objective	Objective Coordinator
Utilize data to identify community risks.	Prevention Division Commander Special Operations Division Commander
Increase awareness and engagement with fire service partners.	Prevention Division Commander

Outcome

Increase preparedness and response activities that reduce risk of natural or man-made disasters.

Objective	Objective Coordinator
Engage partners in preparedness and response activities.	Homeland Security Division Commander Prevention Division Commander
Increase table-top exercises.	Homeland Security Division Commander Prevention Division Commander



Strategic Plan 2019-2022 - Goals and Outcomes

Sustain and Enhance Agency Infrastructure and Business Processes

Goal: We use planning to identify sustainable short- and long-term goals that enhance the capabilities of our employees, the agency, and our public safety partners.

Outcome

Improve collaboration outcomes between WSP business and technology divisions.

Objective	Objective Coordinator
Enhance communication and collaboration within all levels of the division.	Electronic Services Division Commander Information Tech Division Commander
Complete all ITD/ESD technology plan reviews on schedule.	Electronic Services Division Commander Information Tech Division Commander
Increase the frequency/use of division technology planning meetings.	Electronic Services Division Commander
Establish business owners and governance of critical IT applications.	Information Tech Division Commander

Outcome

Consistent use of a planning process and the technology roadmap to balance funded investments in current year and multi-year strategic needs.

Objective	Objective Coordinator
Increase the frequency/use of division technology planning meetings.	Electronic Services Division Commander Information Tech Division Commander
Establish an STR strategy for the LMR, Microwave, and WAN equipment to ensure reliability/sustainability by 2020.	Electronic Services Division Commander
Establish an STR strategy for the IT infrastructure equipment to ensure reliability/sustainability by 2020.	Information Tech Division Commander
Develop an agency cloud strategy to determine the resources, requirements, and training needed to implement services.	Electronic Services Division Commander Information Tech Division Commander
Implement the dedicated data network to meet the needs of the agency by 2022.	Electronic Services Division Commander

Outcome

Increase business continuity capabilities to ensure services, systems, and facilities are reliable and operational at all times.

Objective	Objective Coordinator
Build, maintain, train, and exercise robust plans and procedures to ensure that the agency can perform its most important activities (Mission Essential Functions) at all times.	Homeland Security Division Commander
Develop a comprehensive 16-year capital plan.	Property Mgmt Division Commander
Continue to develop Quincy Data Center services to support technology sustainment and COOP for all critical systems and applications.	Electronic Services Division Commander Information Tech Division Commander
Develop deployable emergency communications assets for critical systems for command and control operations.	Electronic Services Division Commander

Outcome

Reduce agency risk by auditing and evaluating internal processes and work products.

Objective	Objective Coordinator
Review agency compliance and accountability.	Risk Management Division Commander
Implement an agency Internal Control (IC) Plan and Program.	Budget and Fiscal Services Commander

Outcome

Provide quality communication services statewide.

Objective	Objective Coordinator
Response time to 911 calls.	Communications Division Commander



WSP Anticipated Workload, Population Trends, and Personnel Levels



“...recruitment, retention, and sufficiency of staffing is the agency’s most significant risk...”

The WSP’s 2018 Annual Risk Assessment and Analysis Report concludes—based on a survey of agency managers—that recruitment, retention, and sufficiency of staffing is the agency’s most significant risk. Indeed, the WSP has averaged 213 employee separations over the past four years and 559 (24.7%) of the WSP’s workforce will reach retirement eligibility by 2022.

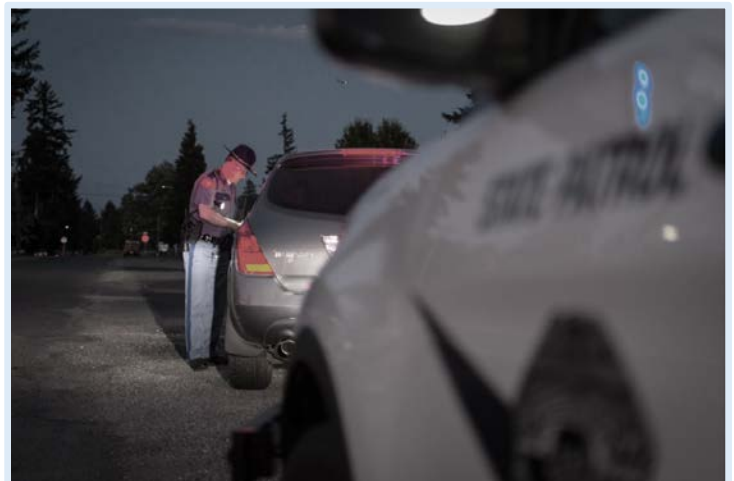
The increased use of technology provides opportunities for more efficient and effective productivity within work units. However, unlike every other state agency, the WSP requires all new employee applicants to undergo an extensive background investigation and polygraph test. Trooper applicants also take a psychological examination. All of this is in addition to the traditional resume, cover letter, and interview process. Combined, the WSP’s hiring process is relatively labor-intensive, time-

“...the WSP only hires about 4% of those who apply for trooper positions...”

consuming, and selective, which results in lower rates of hire compared to other agencies. For example, the WSP only hires about 4% of those who apply for trooper positions.

Compounding this dynamic in 2015, 31 troopers resigned (in addition to 60 retirements) from the WSP for other law enforcement jobs, which surpassed the total resignations from the previous six years combined.

Enhanced trooper salaries were authorized and employee morale initiatives were undertaken subsequent to the January 2016 [Washington State Patrol Trooper Recruitment and Retention Study](#) commissioned by the Washington State Joint Transportation Committee.



The number of resignations dropped to:

- 17 in 2016
- 7 in 2017
- 4 in 2018

As a result, commissioned officer vacancy levels have dropped from 19% to below 10%.



Recruiting and retention remains a challenge in other difficult-to-fill positions such as:

- Communications Officers (dispatchers)
- Information Technology positions
- Commercial Vehicle Enforcement Officers
- Forensic Scientists

These long-term personnel shortages continue to create challenges for many divisions.

Enhanced recruiting efforts, Lean hiring processes, additional human resources personnel (to conduct polygraph examinations), and enhanced class and compensation proposals are addressing these difficult-to-fill and high turnover positions.



"...hiring backlogs are being eliminated and applicants' hiring experience are being improved..."

Additionally, hiring backlogs are being eliminated and applicants' hiring experience are being improved, along with increased internal customers' satisfaction without reducing the quality of the individuals being hired. These strategies and exploring additional opportunities remain critically important due to unforeseen challenges, the aforementioned high retirement eligibility levels, and the complex and lengthy hiring process.

The WSP fully supports diversity, equity, and inclusion during recruiting, promoting, and in the workplace. The agency has hundreds of employees participating in teleworking, flexible work schedules, compressed workweeks, and an infants-at-work program while supervisors are provided training and evaluated for their ability to cultivate employee engagement.

The WSP considers all complaints against the agency and its employees and fully investigates all such complaints. Risk assessments and reports are compiled using internal complaint data. The WSP implemented a web-based process to track, monitor, and report agency-related incidents of a harassment, discrimination, and workplace behavior nature. This includes a process for speaking directly with and providing support resources to the victim and ordering the accused employee to cease and desist the alleged behavior during the investigative process.

The WSP maintains 100% compliance for mandatory employee and supervisor sexual harassment training.

Demographics Report

2018	Service Population		Available Workforce		WSP Current Sworn Officers		WSP Current Female Sworn Officers (6/30/18)		Prior Assessment WSP Sworn Officers		Prior Assessment WSP Female Sworn Officers (6/30/17)	
	#	%	#	%	#	%	#	%	#	%	#	%
Caucasian	5,583,930	75%	2,588,615	77%	911	87%	94	86%	888	88%	95	88%
African-American	274,012	4%	119,135	4%	33	3%	5	5%	31	3%	4	4%
Hispanic	940,529	13%	314,185	9%	49	5%	4	4%	41	4%	3	3%
Other	607,272	8%	358,810	11%	50	5%	6	6%	50	5%	6	6%
Total	7,405,743	100%	3,380,745	100%	1,043	100%	109	100%	1,010	100%	108	100%



WSP Anticipated Capital Improvements and Equipment Needs

The WSP manages over 300 public safety facilities across the state, to include district offices, detachment offices, two training academies, forensic laboratories, commercial vehicle enforcement weighing and inspection stations, radio communication sites, and information technology facilities, which total approximately 875,000 square feet of space under roof and many hundreds of acres of associated grounds.

Most of these facilities are complex, special purpose structures with unique requirements and challenges. Forensic laboratories require specialized HVAC systems to ensure the safety of personnel and the integrity of evidence.

"The WSP manages over 300 public safety facilities across the state..."



District offices include evidence storage areas with unique ventilation requirements, while both training academies (WSP Academy in Shelton and the Fire Training Academy in North Bend) have specialized equipment and facilities that experience unique conditions and stresses during training events.

Many offices house 24-hour operations and have security requirements to protect both agency employees and the public.

Commercial vehicle weighing and inspection stations are subjected to wear and tear of heavy loaded trucks on a routine basis.

High mountain-top radio communication sites endure extreme weather conditions during the winter months. In addition, most sites have emergency back-up power supplied by agency-owned and maintained generators. The average age of these facilities is over 35 years and they are requiring maintenance and system replacements at an accelerated rate as they continue to approach the end of their useful life.



Over the next three years, the agency will continue to focus capital improvement efforts towards the preservation and maintenance of current facilities in such areas as exterior envelopes, mechanical systems, and pavement. Significant efforts to increase energy efficiency and reduce operating costs of current facilities are also planned through the modernization of HVAC systems, generator replacements, and weatherization improvements. In addition, security upgrades will be completed at agency facilities across the state.



Capital improvements at the Fire Training Academy (FTA) are also anticipated over the next three years. This training facility consists of several burn props and buildings specifically designed to provide live fire simulation training for beginning and advanced first responders and firefighters.

The main training prop at the FTA is a six-story burn building, which is at the end of its useful life. A Master Plan for the FTA, completed in 2013, validated preservation, improvements, and expansions needs for the

facility. Currently, the permitting process for the first phase of construction for a new burn building is underway. Similar master planning efforts are anticipated over the next three years for the WSP Training Division and the District 2 Headquarters in Bellevue.



Lastly, the agency will continue to partner with the Washington State Department of Transportation and the Department of Enterprise Services over the next three years to modernize commercial vehicle enforcement across the state by closing, improving, or replacing infrastructure and implementing new technology and processes. This collaboration will be highlighted by the new Ridgefield Port of Entry, which is scheduled to be completed in mid-2019.



The Information Technology Division (ITD) maintains the Strategic Technology Roadmap for the agency. This roadmap provides the strategic overview of the projects the agency needs to move forward to increase the effectiveness and efficiency of the agency in delivering services to the public.

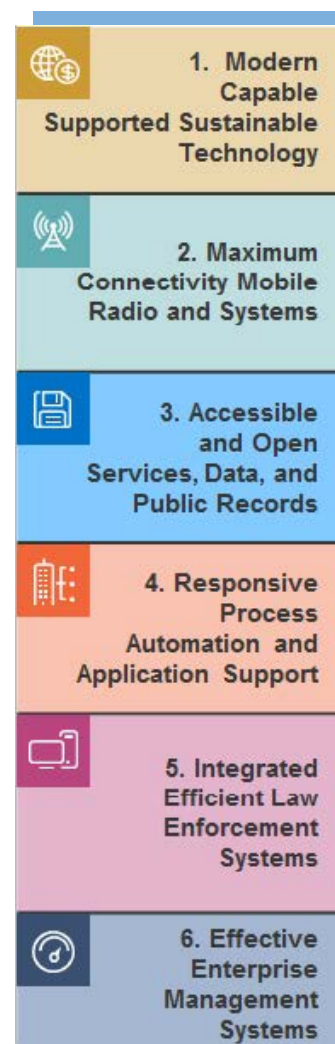
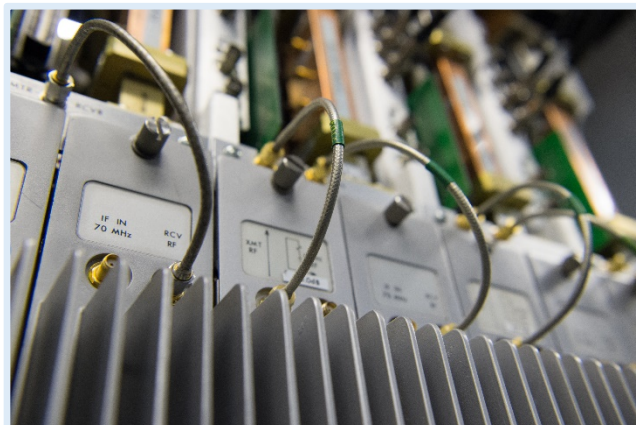
For the 2019 year, ITD will focus on obtaining the resources needed to fulfill the strategic technology roadmap projects listed below and in Figure 1. Many of these may require funding through the state legislature.

1. **Implement Disaster Recovery/COOP capabilities.** This effort will provide disaster recovery capability in Tumwater as part of moving its primary operations to the state data center. Work continues to test, improve, and expand capabilities to ensure continuous operations of essential law enforcement systems.
2. **Migrate Radio Cores to Quincy Data Center (QDC).** Upgrades, in collaboration with the FBI, are in progress that will include migrating the radio core to QDC or another approved State Data Center (SDC). Move radio core systems from the field locations to the QDC.



WaTech Quincy Data Center

3. **Land Mobile Radio (LMR) Implementation.** Converts the WSP system from Zone 2 of the Federal Integrated Wireless Network (IWN) trunked radio system to a stand-alone P25 trunked radio system.
4. **Upgrade the WSP data network.** The WSP microwave tower-based network does not have the capacity to support high volume movement of data and content required by many of the roadmap projects and image intensive programs. The WSP is collaborating with internet providers and/or WaTech to upgrade the network.





5. **Obtain Electronic Content Management (ECM) for the agency to manage data.** Begin implementation of an ECM system leveraging Washington State Office of the Chief Information Officer (OCIO) and Secretary of State guidelines. The agency will have to provide data and information governance.
6. **Obtain a Records Management System for agency law enforcement data.** Several projects are underway to improve and standardize law enforcement operations through improvements in CITE (Remedy), adding statewide DUI standard processes in SECTOR (Statewide Electronic Collision and Ticket Online Records)/JINDEX, and expanding CAD capabilities. There is a joint effort with the Washington Traffic Safety Commission to address the sustainability of SECTOR.
7. **Obtain a Learning Management System.** The Fire Protection Bureau continues to reach out to other fire jurisdictions as they search for a Learning Management System and supporting systems to manage the Fire Training Academy.
8. **Prepare for and implement One Washington.** One Washington effort, managed by the Office of Financial Management, is working to replace and standardize all state financial, asset, procurement, and human resources management systems. Both planning and implementation will make extensive demands on WSP time as One Washington progresses toward implementation.
9. **Upgrade the Criminal Investigation management system.** Procure an investigation management system that will support divisions with case management and information analysis.

